

~~SECRET~~

25 June 1962

MEMORANDUM FOR: Deputy Chief, SR Division

SUBJECT : New Fitness Report Form

1. In looking over the new form, I was struck by the repeated emphasis on one aspect of an employee's performance and the almost total omission of another. The ability to supervise and the amount of supervising involved in the job are emphatically stressed. Any employee reading the form cannot fail to get the message - promotion and supervisory responsibilities go hand in hand. I recognize that this emphasis reflects the general opinion in Headquarters, but I feel I should submit a minority report.
2. The most critical deficiency in the personnel of the Clandestine Services is in men who can handle agents and run operations - in really top-flight case officers. And yet, although the qualities that go into the make-up of a case officer are to some degree specified (page 2, Section B), the form reflects clearly the assumption that a case officer is a junior whose work, like that of a file clerk, can be adequately controlled by good supervision. I submit that it isn't so. A good supervisor can no more compensate for a weak case officer than he can for a weak surgeon, writer, journalist or lawyer. Either the fellow can do the job or he can't, and what we need are more case officers who can do more jobs better. The only way to encourage our people to be better case officers is to recognize the demanding skills and strong character traits involved and reward them accordingly. In my opinion, there are five SR officers who could make good Branch Chiefs for every one who could make a really good case officer. If you stop to think on how few people we actually turn to for running demanding operations, you realize how limited our resources are.
3. In addition to other considerations, I believe that much greater emphasis should be placed on the role of the career case officer because of the age and experience patterns of our personnel. Among the operations officers, almost 90% - I would guess - are from 30 to 45 years old and have from 8 to 15 years experience. If the only worthwhile career is that of being a chief, then few can satisfy their aspirations. If the major emphasis were on developing senior case officers, the morale and dedication of many might well be much higher.
4. I realize that the revised Fitness Report form must cover all types of employees and no matter how it is worded, it can't do much to correct the deficiency I maintain exists in personnel policy. I would recommend, however, that - if it is agreed that more emphasis should be placed on developing career case officers - some recognition of the problem appear in the next revision of Form 45.

25X1A

CSR/CA

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☐ SECRET

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ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM:

ASSA(Pers)

NO.

DATE

16 Oct 62

TO: (Officer designation, room number, and building)

DATE

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. [REDACTED]

17 Oct

JH

2. Ch. [REDACTED] 8/27
3. Ofc Pers.

4. [REDACTED]

17 Oct

RH

5. Jara

6.

7.

8.

9.

10.

11.

12.

13.

14.

15.

25X1A
JH: While I do not agree with [REDACTED] and have talked [REDACTED] so, suggest you file this with the working papers on F.R. for future review
[Signature]

164
Per our discussion please keep this with Fitness Report papers for review on our next go-around to change the form.
JH,
5. File

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM:

CSR/CA

NO.

DATE

26 June 1962

TO: (Officer designation, room number, and building)

DATE

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1.

DC/SR

2.

3.

C/SR

4.

5.

SR/SS

6.

7.

SR/ [REDACTED]

7-6-62

8.

9.

10.

11.

SSA/DDS (Pers)

12.

DDIO

13.

14.

15.

1-3

James has some valid points but I gather there is now set in concrete -

11. You may be interested in the reaction expressed in the attached memo to the new F.R. Form. Destroy if you have no further use for it.